

EXHIBIT 152: POPULATION TREND

Historical and projected population, millions of people

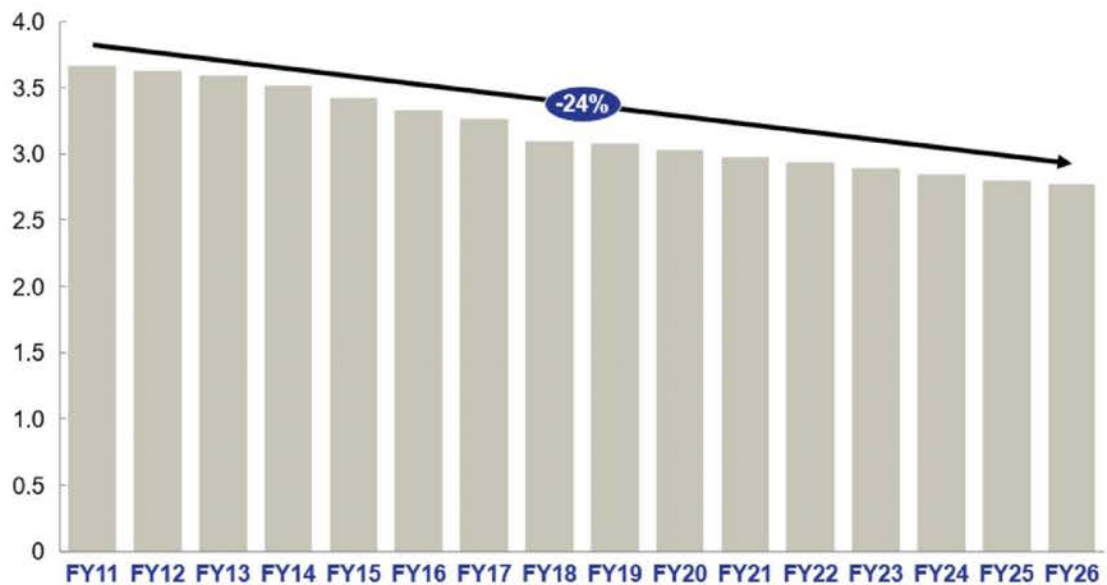
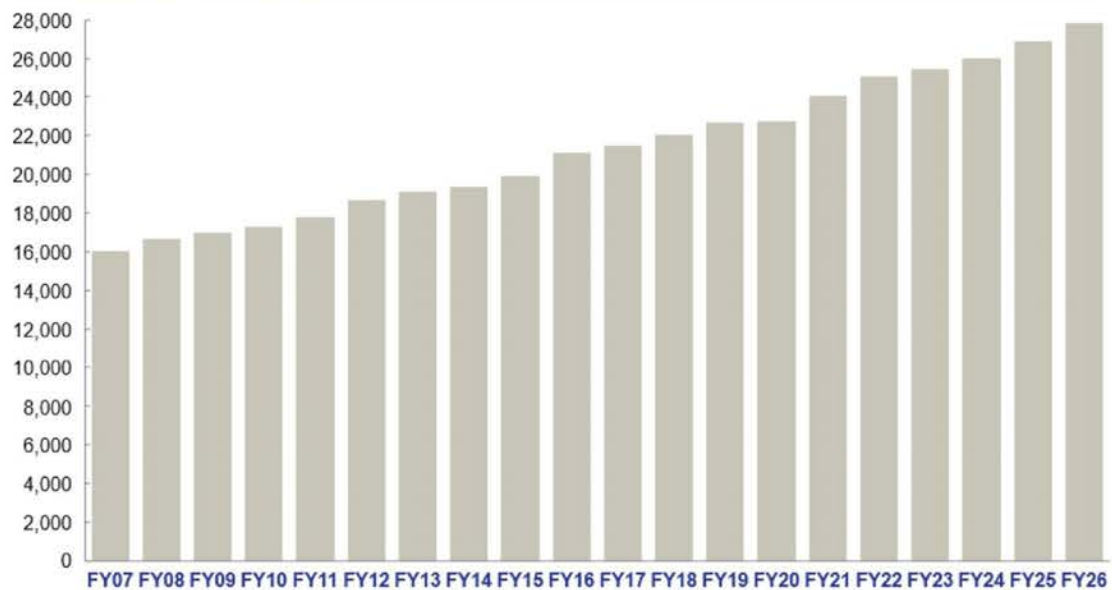


EXHIBIT 153: PER CAPITA GNP TREND

Historical and projected GNP per capita, \$ USD



Chapter 24. Financial projections

24.1 Detailed financial projections

EXHIBIT 154: FINANCIAL PROJECTIONS POST-MEASURES AND STRUCTURAL REFORMS

Financial projections post-measures and structural reforms, units as labeled

Line item	FY22	FY23	FY24	FY25	FY26
Population, #	2,928	2,883	2,839	2,798	2,764
Population growth rate, %	-1.6%	-1.6%	-1.5%	-1.5%	-1.2%
Real growth rate ⁴ , %	1.5%	-1.5%	-0.7%	0.4%	0.7%
Nominal GNP, \$M	73,333	73,156	73,679	75,106	76,759
Nominal GNP per capita, \$	25,042	25,376	25,952	26,846	27,770
Nominal GNP per capita growth, %	4.3%	1.3%	2.3%	3.4%	3.4%
Inflation, %	1.1%	1.3%	1.4%	1.5%	1.5%
Disaster funding, \$M	3,950	5,318	4,681	5,879	5,883
Revenues ¹ , \$M	21,487	20,447	20,238	20,586	20,914
Commonwealth revenues	15,773	15,504	15,229	15,506	15,757
Federal transfers	5,714	4,943	5,009	5,080	5,158
Expenditures ¹ , \$M	(19,771)	(19,127)	(19,167)	(19,321)	(19,581)
Commonwealth-funded expenditures	(14,065)	(14,193)	(14,167)	(14,250)	(14,431)
Federally funded expenditures	(5,706)	(4,935)	(5,000)	(5,072)	(5,150)
Gap/surplus, \$M	1,716	1,320	1,071	1,265	1,334
Contractual debt service payments ² , \$M	(1,749)	(1,764)	(1,674)	(1,679)	(1,668)
Net gap / surplus, \$M	(33)	(444)	(603)	(414)	(334)
Surplus potentially not available ³ , \$M	141	142	138	143	152

¹ Revenues and expenditures excluding gross up adjustments; revenues do not include Earned Income Tax Credit.

² Debt service based on prepetition contractual debt obligations. Presented for illustrative purposes only & does not represent anticipated future payments on restructured debt. Includes GO, PBA, CCDA, PRIFA, PFC, ERS. The 2021 Fiscal Plan does not assume any predetermined outcome of ongoing litigation with respect to GO bonds.

³ These surplus amounts are generated by Commonwealth corporations and the Commonwealth's ability to access such surplus amounts could be at risk without further legislative action.

⁴ Adjusted for income effects.

EXHIBIT 155: REVENUE BREAKDOWN POST-MEASURES (INCLUDING EITC)

Revenue detail post-measures, Earned Income Tax Credit and structural reforms						
Fiscal Year Ending June 30, \$M	FY22	FY23	FY24	FY25	FY26	FY22-26
General Fund Revenues:						
Individual Income Tax ¹	2,105	2,115	2,116	2,173	2,219	10,728
Corporate Income Tax	2,054	2,017	1,997	2,089	2,110	10,247
Sales and Use Tax	2,239	2,219	2,214	2,253	2,292	11,218
Act 154	1,631	1,447	1,199	1,199	1,199	6,676
Non-Resident Withholdings	349	349	350	354	358	1,759
Alcoholic Beverages	264	263	263	263	263	1,315
Cigarettes	95	94	94	94	95	472
Motor Vehicles	538	450	391	399	407	2,185
Excises on Off-Shore Shipment Rum	209	200	201	202	202	1,014
Partnerships	103	103	103	105	108	521
Other excise taxes	235	234	236	240	246	1,191
Other General Fund Revenue	387	386	389	396	405	1,962
Sub-total before other Tax Revenues	10,207	9,877	9,554	9,747	9,904	49,289
Total GF portion of misc. tax streams	552	569	571	578	584	2,854
Total Conditionally Allocable Revenues (including CRIM)	822	832	832	836	841	4,163
Total General Fund Revenues	11,582	11,278	10,957	11,160	11,330	56,306
Special Revenue Fund						
SRF revenues - CW Agencies	1,154	1,156	1,162	1,180	1,202	5,853
SRF revenues - IFCUs	1,633	1,646	1,663	1,695	1,731	8,367
Enterprise Fund Revenues	1,204	1,220	1,238	1,256	1,275	6,194
Total SRF Revenues	3,991	4,022	4,063	4,131	4,208	20,415
Federal Fund Revenues:						
Central Government	1,124	1,138	1,153	1,170	1,188	5,773
IFCUs	161	163	165	167	170	826
Social Programs	3,148	3,175	3,207	3,242	3,281	16,052
Federal Fund Revenues (excluding Medicaid receipts)	4,432	4,476	4,525	4,579	4,639	22,651
Federal Transfers - Medicaid	1,282	468	484	501	519	3,254
Total Federal Fund Revenues	5,714	4,943	5,009	5,080	5,158	25,904
Revenue post measures	21,287	20,243	20,029	20,372	20,695	102,625
Adjustments for revenue gross up	718	702	703	704	708	3,534
Revenue post measures and gross ups	22,004	20,944	20,732	21,076	21,403	106,159

¹ Includes Earned Income Tax Credit

EXHIBIT 156: SUMMARY OF BASELINE EXPENDITURES AND MEASURES

Expense detail post-measures and structural reforms						
Fiscal Year Ending June 30, \$M	FY22	FY23	FY24	FY25	FY26	FY22-26
Expenses						
General Fund Expenditures:						
Direct Payroll	(3,134)	(3,179)	(3,228)	(3,279)	(3,330)	(16,152)
Non-Personnel Operating Expense (excl. Capex)	(1,964)	(1,893)	(1,933)	(1,965)	(1,990)	(9,745)
Municipal, HTA and UPR appropriations	(1,193)	(1,179)	(1,125)	(1,142)	(1,128)	(5,786)
Pension Expenses	(2,307)	(2,285)	(2,281)	(2,272)	(2,263)	(11,409)
Disaster Recovery Cost Match	-	-	-	(40)	(61)	(101)
Restructuring / Title III Costs	(275)	(168)	(130)	(49)	-	(622)
Other GF Expenses	(535)	(498)	(500)	(507)	(491)	(2,530)
Total GF Expenses (excl. inter gov transfers)	(9,408)	(9,203)	(9,197)	(9,254)	(9,263)	(46,325)
Medicaid - commonwealth funded	(1,554)	(2,226)	(2,317)	(2,409)	(2,517)	(11,022)
Social Programs - commonwealth funded	(15)	(15)	(15)	(15)	(15)	(76)
Total GF Expenses (excl. inter gov transfers and Incl. Medicaid and social programs)	(10,977)	(11,444)	(11,529)	(11,678)	(11,795)	(57,423)
Special Revenue Fund Expenditures:						
CW Agencies Direct Payroll	(696)	(707)	(716)	(728)	(740)	(3,588)
CW agencies Non-Personnel Operating Expenses (excl. Capex)	(1,534)	(1,542)	(1,556)	(1,582)	(1,612)	(7,825)
Medicaid - Special Revenue Fund	(414)	(427)	(437)	(447)	(458)	(2,183)
Federal Fund Expenditures:						
CW Agencies Direct Payroll	(739)	(743)	(748)	(753)	(761)	(3,744)
CW agencies Non-Personnel Operating Expenses (excl. Capex)	(938)	(950)	(962)	(976)	(991)	(4,817)
Medicaid - federally funded	(1,282)	(468)	(484)	(501)	(519)	(3,254)
Social Programs - federally funded	(2,747)	(2,775)	(2,806)	(2,841)	(2,879)	(14,047)
Total CW Funded Op. Exp.¹	(18,949)	(18,712)	(18,894)	(19,154)	(19,397)	(95,106)
Expense Measures	1,051	1,443	1,608	1,745	1,758	7,605
Adjustments for expenditure gross up	(718)	(702)	(703)	(704)	(708)	(3,534)
Total CW Funded Op. Exp. Post Measures excl. Loss of Medicaid Funding	(18,616)	(17,971)	(17,989)	(18,113)	(18,347)	(91,035)
Net Operating Surplus/(Deficit)	3,589	3,178	2,962	3,177	3,276	16,171
Capex and Other Expenses:						
Maintenance Capex	(291)	(295)	(300)	(304)	(309)	(1,500)
Enterprise funds	(1,204)	(1,219)	(1,237)	(1,256)	(1,275)	(6,191)
Others ²	(378)	(343)	(345)	(351)	(357)	(1,775)
Other Non-Recurring	-	-	-	-	-	-
Total Capex and Other Expenses	(1,873)	(1,858)	(1,882)	(1,912)	(1,942)	(9,456)
Surplus Post Measures (excl. Debt Payments)³	1,716	1,320	1,071	1,265	1,334	6,706
Pre Petition Contractual Debt Service (excl. COFINA)⁴	(1,749)	(1,764)	(1,674)	(1,679)	(1,668)	(8,533)
Surplus after Measures and Debt Payments	(33)	(444)	(603)	(414)	(334)	(1,827)
Surplus potentially not available, \$M⁵	141	142	138	143	152	716

¹ Excludes Enterprise Funds, Capex, Other non-recurring, Cigarettes, Disbursements to public corporations, Payment of State Revolving Funds / Other Federal Funds Deposits at GDB

² Cigarettes, Disbursements to public corporations, Payment of State Revolving Funds / Other Federal Funds Deposits at GDB

³ Includes capex and other expenses

⁴ Debt service based on prepetition contractual debt obligations. Presented for illustrative purposes only and does not represent anticipated future payments on restructured debt.

⁵ These surplus amounts are generated by Commonwealth corporations and the Commonwealth's ability to access such surplus amounts could be at risk without further legislative action.

24.2 Debt policy revenues

EXHIBIT 157: DEBT POLICY REVENUES

Year	Adj. Revenue Post Measures (excl. federal transfers), \$M	Cofina debt service, \$M ¹	Debt policy revenues, \$M	Year	Adj. Revenue Post Measures (excl. federal transfers), \$M	Cofina debt service, \$M ¹	Debt policy revenues, \$M
FY21	15,768	448	16,216	FY37	16,761	846	17,607
FY22	15,773	466	16,238	FY38	16,891	880	17,771
FY23	15,504	485	15,988	FY39	17,046	917	17,963
FY24	15,229	504	15,734	FY40	17,217	955	18,172
FY25	15,506	525	16,030	FY41	17,406	991	18,397
FY26	15,757	546	16,303	FY42	17,634	991	18,625
FY27	16,132	568	16,700	FY43	17,872	991	18,863
FY28	16,315	591	16,906	FY44	18,115	991	19,105
FY29	16,391	615	17,006	FY45	18,367	991	19,358
FY30	16,456	640	17,096	FY46	18,627	991	19,617
FY31	16,545	666	17,210	FY47	18,900	991	19,890
FY32	16,569	693	17,262	FY48	19,178	991	20,169
FY33	16,643	721	17,363	FY49	19,467	991	20,458
FY34	16,703	750	17,453	FY50	19,770	991	20,760
FY35	16,766	780	17,546	FY51	20,081	991	21,072
FY36	16,689	812	17,502				

¹ Cofina debt service figures based on Per page 15 of June 2020 COFINA Certified Fiscal Plan.
SOURCE: June 2020 COFINA Certified Fiscal Plan.

Chapter 25. Fiscal measures

25.1 Agency efficiencies

Exhibit 158 details the payroll and non-payroll savings for each of the agency groupings. Agency groupings are as shown below in *Exhibit 159*.

EXHIBIT 158: MEASURES SUMMARY IMPACT FOR ALL AGENCY GROUPINGS

Run-rate savings from agency efficiency measures¹, \$K

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Agriculture	26,662	19,316	29,866	30,465	30,904	31,365	31,841
Automobile Accident Compensation Administration	16,051	13,185	19,244	19,978	20,267	20,569	20,881
Closures	3,377	16,104	21,913	22,289	22,610	22,947	23,286
Corrections	96,348	67,482	101,621	110,933	112,534	114,212	115,945
Courts and Legislature	84,540	75,609	94,712	97,195	98,597	100,068	101,587
Culture	5,407	3,168	4,487	5,618	5,699	5,784	5,872
Custody Acct.	110,841	89,562	50,325	50,987	61,458	62,375	63,322
Economic Development	26,770	74,742	58,183	59,432	60,289	61,188	62,117
Education	336,854	309,238	445,026	510,705	517,759	525,480	533,456
Environmental	15,034	17,624	23,139	24,179	24,566	24,973	25,393
Executive Office	16,973	10,750	20,476	22,239	22,560	22,896	23,243
Families & Children	21,108	22,575	49,349	55,263	56,060	56,896	57,760
Finance Commission	3,513	2,962	4,196	4,349	4,412	4,478	4,546
FOMB	10,971	22,721	15,418	15,473	15,534	15,599	15,677
Health	104,341	94,625	116,912	110,352	111,946	113,618	115,345
Housing	26,798	18,255	33,393	35,526	36,039	36,577	37,132
Independent Agencies	22,490	20,030	36,426	38,551	39,108	39,691	40,293
Institute of Statistics	483	375	537	551	558	567	575
Justice	14,619	13,985	15,798	19,252	19,529	19,821	20,121
Labor	13,473	12,073	18,218	19,310	19,589	19,861	20,183
Land	2,894	1,740	4,021	4,158	4,218	4,281	4,346
OCFO - Treasury	26,966	38,964	91,341	94,145	95,503	96,928	98,399
Ombudsman	1,692	1,565	2,338	2,462	2,498	2,535	2,574
Public Safety	143,966	172,023	173,846	193,847	201,955	199,719	197,577
Public Works	37,260	38,890	37,138	52,292	53,047	53,838	54,655
Retirement Services	26,656	1,578	1,578	1,615	1,638	1,662	1,688
State	11,203	2,024	3,059	3,155	3,200	3,248	3,298
State Insurance Fund Corporation	61,700	59,427	78,506	81,293	82,466	83,696	84,966
Transparency & Control Entities	995	564	1,009	1,025	1,039	1,055	1,071
Universities	1,651	1,353	1,954	2,122	2,153	2,185	2,218
Utilities Commission	3,239	1,531	3,115	3,304	3,352	3,402	3,454
Total run-rate savings from agency efficiency measures	1,274,875	1,224,020	1,557,128	1,692,063	1,731,089	1,751,534	1,772,829

¹ Excluding investments and other funding increases.

25.2 Agency groupings and consolidation progress

EXHIBIT 159: AGENCY GROUPINGS

Agriculture	1 Agricultural Enterprises Development Administration 2 Department of Agriculture	3 Farm Insurance Corporation
Courts and Legislature	1 General Court of Justice (GCJ)	2 Legislative Assembly (LA)
Culture	1 Fine Arts Center Corporation 2 Institute of Puerto Rican Culture	3 Musical Arts and Stagecraft Corporation
Economic Development	1 Authority for the Redevelopment of Roosevelt Roads Naval Station 2 Department of Economic Development and Commerce 3 Energy Affairs Office 4 Industrial Development Company 5 Industrial Tax Exemption Office	6 Permit Management Office 7 Planning Board 8 Puerto Rico Trade and Export Company 9 Regional Center Corporation of Commonwealth of PR 10 Tourism Company
Environmental	1 Department of Natural and Environmental Resources 2 Environmental Quality Board	3 Natural Resources Administration 4 Solid Waste Authority
Executive Office	1 Federal Affairs Administration 2 Infrastructure Financing Authority 3 Office of the Commissioner of Municipal Affairs 4 Office of the Governor	5 Office of Socioeconomic Development 6 Public Buildings Authority 7 Public-Private Partnership Authority 8 State Historical Preservation Office
Finance Comm.	1 Office of the Commissioner of Insurance	2 Office of the Financial Institutions Commissioner
Health	1 Center for Research, Education and Medical Services for Diabetes 2 Department of Health 3 Health Insurance Administration 7 University of Puerto Rico Comprehensive Cancer Center ¹	4 Medical Services Administration 5 Medical Health and Addiction Services Administration 6 Puerto Rico and Caribbean Cardiovascular Center Corporation
Justice	1 Department of Justice	2 Parole Board
Labor	1 Department of Labor and Human Resources 2 Investigation, Prosecution and Appeals Commission 3 Labor Relations Board	4 Public Service Appeals Commission 5 Vocational Rehabilitation Administration ¹
Land	1 Land Administration 3 Agricultural Development Innovation Fund	2 Land Authority
Ombudsman	1 Advocacy for Persons with Disabilities of the Commonwealth of Puerto Rico 2 Elderly and Retired People Advocate Office 3 Health Advocate Office	4 Veterans Advocate Office 5 Women's Advocate Office
Public Works	1 Department of Transportation and Public Works 2 Integrated Transport Authority	3 Ports Authority ¹ 4 Traffic Safety Commission
Families	1 Administration for Integral Development of Childhood 2 Administration for Socioeconomic Development of the Family 3 Child Support Administration	4 Department of the Family 5 Families and Children Administration
Housing²	1 Department of Housing 2 Housing Financing Authority	3 Public Housing Administration
State	1 Department of State	2 Puerto Rico Education Council
Transparency & Control Entities	1 Office of Government Ethics	2 Office of the Comptroller
Department of Public Safety	1 Puerto Rico Police Department (PRPD) 2 Firefighters Corps 3 Emergency Medical Services Corps 4 Emergency Management and Disaster Administration Agency	5 9-1-1 Services Governing Board 6 Special Investigation Unit 7 Department of Public Safety
Treasury / OCFO	1 Department of the Treasury 2 Puerto Rico Office of Human Resources Management and Transformation 3 Office of Management and Budget	4 General Services Administration 5 Fiscal Agency and Financial Advisory Authority ¹
Universities	1 Conservatory of Music ¹	2 School of Plastic Arts ¹
Utilities Commission	1 Puerto Rico Energy Board 2 Public Services Commission 3 Public Service Regulatory Board	4 Independent Bureau of Consumer Protection 5 Telecommunications Regulatory Board
Corrections	1 Department of Correction and Rehabilitation	2 Correctional Health
Closures	1 Model Forest of Puerto Rico	2 Culebra Conservation and Development Authority
Independent Agencies	1 Civilian's Advocate Office (Ombudsman) 2 Civil Rights Commission 3 State Elections Commission 4 Company for the Integral Development of Cantera's Peninsula 5 Convention Center District Authority 6 Cooperative Development Commission 7 Department of Consumer Affairs 8 Department of Sports and Recreation 9 Gaming Commission 10 Industrial Commission 11 Martin Peña Canal ENLACE Project Corporation 12 Institutional Trust of the National Guard of Puerto Rico 13 Puerto Rico Industrial, Tourist, Educational, Medical, and Environmental Control Facilities Financing Authority 14 Office of the Electoral Comptroller	15 Office of the Inspector General 16 Port of Ponce Authority 17 Port of the Americas 18 Public Broadcasting Corporation 19 Puerto Rico Innovation and Technology Services 20 Puerto Rico National Guard 21 Special Independent Prosecutor Panel 22 Teacher's Retirement System 23 Institute of Statistics 24 Economic Development Bank 25 Retirement Board of the Government of Puerto Rico 26 Department of Education 27 Agricultural Innovation Development Fund 28 Institute of Forensic Sciences
Other	1 Automobile Accident Compensation Authority 2 Financial Oversight and Management Board	3 State Insurance Fund Corporation

¹ Current status of agency consolidation plan may leave the agency as a coordinate entity

² Federal funding requirements may limit coordination of housing agencies

EXHIBIT 160: AGENCY CONSOLIDATION PROGRESS DETAILS

Grouping	Agencies	Consolidation status	Legal provision (if applicable)	Remarks and key FY2021 priorities (indicated by agency)
State	Department of State, Puerto Rico Education Council	Completed	Law 212-2018	<ul style="list-style-type: none"> Consolidation of shared services completed within 90 days; savings higher than USD 400 thousand realized in rental contract cancellation One single Finance reporting and HR system Staffing remains constrained
Utilities Commission	PR Energy Board (PREB), Public Service Commission (PSC), Independent Bureau of Consumer Protection, Telecommunications Regulatory Board	Completed	Law 211-2018	<ul style="list-style-type: none"> Consolidation of shared services completed under Public Services Commission (JRSP) All administrative (e.g., HR, Legal, Finance) supervision consolidated under one director; IT yet to consolidate under central office location and implement platform integration
Environmental	Department of Natural and Environmental Resources, Environmental Quality Board, Natural Resources Administration, Solid Waste Authority	Completed	Law 171-2018	<ul style="list-style-type: none"> Office locations consolidated in the same building Shared services and back-office systems consolidated across agencies
Agriculture	Agricultural Enterprises Development Administration (ADEA), Department of Agriculture (DA), Farm Insurance Corporation (CSA)	Completed	MOU signed (expiration December 31, 2020)	<ul style="list-style-type: none"> Consolidation of administrative areas (HR, Legal, Finance, IT) for ADEA and DA is complete with shared back-office (with back-office personnel efficiencies) CSA continues to maintain operational independence (legal limitations on being an insurance company) but is in the process to merge IT systems with ADEA
Department of Public Safety	Puerto Rico Police Bureau (PRPB), Firefighters Corps, Emergency Medical Services Corps, Emergency Management and Disaster Administration Agency, 9-1-1 services Governing Board, Special Investigations Unit	Completed	Law 20-2017	<ul style="list-style-type: none"> Processes unified for all functions across bureaus; all back-office functions consolidated in shared services structure. Direct reporting and central office established across functional departments; currently staffing vacancies in DPS and other Bureaus. FY22 priority to recruit civilian staff for administrative roles in and reduce overtime expenses in PRPB and implement KRONOS across all bureaus. Forensic left grouping as of 12/23/2020
Economic Development	Authority of the Redevelopment of the Roosevelt Roads Naval Station (RR), Department of Economic Development and Commerce, Energy Affairs Office, Industrial Development Company (PRIDCO), Industrial Tax Exemption Office, Permit Management Office, Planning Board, PR Trade and Export Company, Regional Center Corporation of Commonwealth of PR (CRELA), PR Tourism Company (PRTC)	Delayed	Law 141-2018 establishes all agencies to be reorganized into DDEC except ascribed agencies (RR, PRIDCO and Planning Board)	<ul style="list-style-type: none"> Consolidation of accounting books (except PRTC, PRIDCO, CRELA and RR) Cross-training of employees across agencies PRIDCO building being remodeled to transfer all front-office personnel
Finance Commission	Office of the Commissioner of Insurance (OCI), Office of the Financial Institutions	No progress	Legislation repealed; MOU certified	<ul style="list-style-type: none"> Third-party analysis of shared services consolidation is yet incomplete OCI to identify Commissioner to re-initiate consolidation effort.
Health	Center for Research Education and Medical Services for Diabetes, Comprehensive Cancer Center, Department of Health, Health Insurance Administration, Medical Services Administration, Mental Health and Addiction Services Administration, Puerto Rico and Caribbean Cardiovascular Center Corporation	No progress	Legislation for ASES/DOH Consolidation was not recommended in the Legislature	<ul style="list-style-type: none"> Plans for consolidation of all health agencies have not been drafted nor presented to the Oversight Board No back-office consolidations achieved between agencies in the grouping
Labor	Department of Labor and Human Resources, Investigation, Prosecution and Appeals Commission, Labor Relations Board, Public Service Appeals Commission, Vocational Rehabilitation Administration	No progress	MOU not signed	<ul style="list-style-type: none"> No progress reported on consolidation of shared services
Family	Administration for Integral Development of Childhood, Administration for Socioeconomic Development of the Family, Child Support Administration, Department of Family, Families and Children Administration	Delayed	Legislation proposed but not presented	<ul style="list-style-type: none"> MOU pending for physical space consolidation Backoffice consolidation has been achieved partially between some sub-groups of agencies but inconsistently across different functions (e.g., HR, Procurement)
Treasury/OCFO	Department of the Treasury, Puerto Rico Office of Human Resources Management and Transformation (OATRH), Office of Management and Budget (OMB), General Services Administration (GSA), Fiscal Agency and Financial Advisory Authority (AAFAF)	No progress	EO 2021-018, legislation not presented	<ul style="list-style-type: none"> The Government has issued an Executive Order creating the CFO position in collaboration with other financial agencies There has not been concrete traction to enact legislation

Grouping	Agencies	Consolidation status	Legal provision (if applicable)	Remarks and key FY2021 priorities (indicated by agency)
Executive Office	Federal Affairs Administration, Infrastructure Financing Authority, Office of the Commissioner of Municipal Affairs, Office of the Governor, Office of Socioeconomic Development, Public Buildings Authority, Public-Private Partnership Authority, State Historical Preservation Office	● No progress	No legal provision	<ul style="list-style-type: none"> Government has indicated no willingness to merge agencies
Culture	Fine Arts Center Corporation, Institute of Puerto Rican Culture, Musical Arts and Stagecraft Corporation	● No progress	MOU signed (expiration June 30, 2023)	<ul style="list-style-type: none"> Only consulting services shared as of now No progress (or future plans) reported on unification of functions or offices
Public Works	Department of Transportation and Public Works (DTPW), Integrated Transport Authority (ITA), Ports Authority, Traffic Safety Commission (TSC)	● No progress	Legislation repealed	<ul style="list-style-type: none"> No progress or future implementation plans reported
Housing	Department of Housing, Housing Financing Authority, Public Housing Administration	● No progress	No law or MOU signed	<ul style="list-style-type: none"> All agencies currently operating independently; no progress or future implementation plans reported
Universities	Conservatory of Music, School of Plastic Arts	● No progress	Legislation proposed but not presented	<ul style="list-style-type: none"> Government letter to Oversight Board claimed lack of inter-agency cooperation
Justice	Department of Justice, Parole Board	● No progress	No detail provided on legal provision or MOU	<ul style="list-style-type: none"> No progress or future implementation plans reported; Parole board still under DCR
Land	Land Administration, Land Authority	● No progress	No law or MOU signed	<ul style="list-style-type: none"> Both agencies currently operating independently; no progress or future implementation plans reported
Ombudsman	Advocacy for Persons with Disability, Elderly and Retired People Advocate Office, Health Advocate Office, Veterans Advocate Office, Women Advocate Office	● No progress	Legislation repealed; MOU not signed	<ul style="list-style-type: none"> No progress or future implementation plans reported